



**Public Meeting Room B
Delta Administration Building
7710 West Saginaw Highway
Lansing, MI 48917**

**TOWNSHIP BOARD
COMMITTEE OF THE WHOLE MEETING
AGENDA
May 12, 2014
6:00 P.M.**

I. CALL TO ORDER

II. ROLL CALL – Members: Supervisor Ken Fletcher, Clerk Mary Clark, Treasurer Howard Pizzo, Trustees Dennis Fedewa, Jeff Hicks, R. Douglas Kosinski, Karen Mojica

III. SET/ADJUST AGENDA

IV. PUBLIC COMMENT

V. MANAGER’S REPORT

VI. ITEMS OF DISCUSSION

- 1. Township Manager Search Discussion**
- 2. Mt. Hope Highway Property/Pointe West Subdivision Detention Basin Discussion, Mark Graham**
- 3. Utility Rate Increase Discussion, Jeff Anderson**

VII. ADJOURNMENT

CHARTER TOWNSHIP OF DELTA

MARY R. CLARK, TOWNSHIP CLERK
Phone (517) 323-8500

Individuals with disabilities requiring auxiliary aids or services who are planning to attend Township meetings or hearings should contact the Clerk's Office by writing or calling in advance (323-8500) to inform them of the date of the meeting/hearing that will be attended. Copies of minutes may be purchased or viewed in the Clerk's Office from 8 a.m. to 5 p.m., Monday through Friday.



MEMO

TO: Township Board
Delta Township

DATE: May 8, 2014

FROM: Ken Fletcher
Township Supervisor

RE: Township Manager Search Proposals

We are in receipt of a proposal from GOVHR USA and a proposal from the Michigan Municipal League (MML) to conduct our next Township Manager search. While both proposals are excellent, I am recommending that we hire the Michigan Municipal League to conduct the search for our next Township Manager.

The MML focuses entirely on Michigan municipal searches and has a successful history of placing highly qualified managers in other communities, such as Meridian Township. The City of Grand Ledge is currently using their services and is very satisfied with the results they are receiving.

As you will notice by their proposal, they have a highly comprehensive process in place to ensure they identify and recommend the best and most qualified candidates for our consideration.

Therefore, I am recommending that the Township Board hire the Michigan Municipal League to conduct the executive search for our next Township Manager. Furthermore, that we choose the Gold Level, which has a professional fee of \$12,000.

Executive Search Proposal for Township Manager

May, 2014

Delta Charter Township

Prepared by the Michigan Municipal League
Caroline Kennedy, Executive Search Administrator
1675 Green Road, Ann Arbor, MI 48105
906.428.0100 or 800.653.2483
ckennedy@mml.org



michigan municipal league

OVERVIEW OF THE LEAGUE EXECUTIVE SEARCH PROCESS

The Michigan Municipal League is committed to strengthening the quality of municipal government and administration in Michigan. With respect to executive search, we recognize that selecting effective leadership for an organization is critical to organizational success. Accordingly, we work closely with our clients to gain a full understanding of the priorities of the community and structure the search process to gain a complete picture of a candidate's experience, qualifications and management style. This helps to ensure the best possible employment match, resulting in a successful, long-term placement.

As a non-profit membership organization, we are able to offer our members and other public sector employers highly professional executive search services at a very competitive price. Further, our objective is clear: to find the best management professionals to serve our member communities.

Our Silver Level executive search includes the tasks detailed herein. Additional services available at the Gold Level are provided as an option at the end of the document. Regardless of your selection, each search process is tailored to meet the specific needs of the client community. Typically a search project proceeds with the following activities and requires 60 to 90 days to complete depending upon timing of ad placement, availability of candidates and elected officials and other factors.

Develop Recruitment Profiles

In the first meeting, the search facilitator will facilitate a work session to develop a comprehensive recruitment profile. The recruitment profile typically has two components:

1. The Candidate Profile outlines in detail the qualifications, experience and professional characteristics required for employment, and is designed to reflect the goals and priorities of the community. The completed profile will be used throughout the selection process as an objective tool for determining the most appropriate candidates to be interviewed, and ultimately a final selection.
2. The Community Profile provides a description of the position, the organization (i.e. organizational structure, services provided, etc.) and the community itself. This component is an excellent opportunity to promote the benefits of your city or region to prospective candidates (i.e. local and regional attractions, school systems, community strengths and cultural or entertainment opportunities.)

The recruitment profile is used to develop a recruitment brochure which is featured on the MML website in its entirety.

Develop and Administer Recruitment and Outreach Campaign

In order to recruit and select the most qualified candidates, it is necessary to effectively market the position to the widest and most appropriate audience. To accomplish this, we will develop an outreach and advertising campaign that includes placing advertisements in various professional publications specific to the area of expertise being sought. Our advertising strategy will include both written and electronic publications:

- MML Classified Ads (website, features complete recruitment brochure)
- ICMA Website, Newsletter and Social Media Outlets
- Other professional associations as appropriate (i.e. Michigan Government Finance Officers Association, Illinois or Ohio Public Manager's Association, etc.)
- Other municipal associations as appropriate (i.e. Michigan Townships Association, Michigan Association of Counties, etc.)

The full recruitment brochure will be featured on the League's web site which receives an average of 4,000 hits per week. This practice provides an excellent opportunity to promote the position and the community to a wide range of prospective candidates.

In addition to advertising the position, we will utilize our extensive network of contacts to identify professionals in transition and managers who may have an interest in the opportunity. We focus the recruiting effort on attracting the most qualified candidates, including passive candidates whom we target with direct recruiting and contact to promote interest in the position.

These customized and comprehensive outreach and recruiting activities result in the highest quality candidate pool. Following the closing date for receipt of résumés, we will proceed with résumé review and interviews.

Screen Résumés and Narrow Field of Applicants

We receive résumés directly and assess each applicant against the criteria established in the candidate profile to identify candidates who most closely meet the municipality's requirements. As appropriate, we will conduct initial prescreening and online searches to ensure a quality initial screening process.

At the conclusion of this initial screening process, the facilitator will present the municipality with a confidential summary of the applicants and their qualifications. This confidential applicant summary serves as the basis for a suggested "short-list" of the strongest candidates for further consideration. After discussion and consideration, the municipality will determine whom to invite for personal interviews.

- **We do not release the name, résumé, other identifiers or other application materials of confidential applicants.**
- **We do not share the materials of applicants who do not meet the minimum requirements of the candidate profile, whether confidentiality has been requested or not.**

Once invitations to interview have been extended and accepted, the names and résumés of candidates are no longer protected by confidentiality. Until that time, we closely guard the identity of confidential applicants to ensure your search process yields the strongest pool of candidates.

Preliminary Reference Review and Background Investigation

As the field of applicants is narrowed, we will conduct preliminary reference reviews to verify an applicant's prior work history and learn more about the candidates' experience, past performance, and management style.

We will also provide a third party vendor to perform a standard in-depth background check (credit history, driving record, criminal record, educational and employment verifications) for the final candidate. We will coordinate the background investigation free of charge and the standard investigation as herein described is included within the package price. This level of investigation typically begins once a conditional offer of employment is extended to the final candidate. Additional items may be purchased from the vendor on an ala carte basis and will be billed to the municipal client. Should the community choose to use another vendor for this purpose, they must notify the League prior to signing the Letter of Agreement.

Interview and Selection Process

Once a list of final candidates has been developed, we will assist in coordinating and scheduling interviews. As well, we will assist the municipality by providing sample interview questions, and reviewing with a focus on management technique, problem solving strategies and other topics related to the priorities outlined in the candidate profile.

Further, we will offer guidance and advice concerning appropriate interview topics as well as those that should be avoided. While our executive search facilitators have extensive experience in the field of human resources, and specifically interview and selection, they are not attorneys. It is always advisable for the municipal attorney to be apprised of the proposed interview and selection process.

A search facilitator will attend and facilitate the interviews with each of the final candidates. At the conclusion of the interview process, we will facilitate discussion and evaluation of each candidate.

Keep in mind that our search facilitators do not presume to choose the best candidate for the position. That important decision is completely at the discretion of the municipality. Rather, we will aide in assessing interview responses and how they relate to the objective criteria established in the candidate profile and provide related guidance and expertise.

Typically our intensive prescreening and interview process is sufficient for a client to reach a decision on extending a conditional offer of employment. Further, timing is critical in an executive search and any delay in action can often result in losing a highly sought-after candidate. However, in some cases, the client community desires a second interview, or may even wish to consider additional candidates from its original pool of applicants. We will arrange and facilitate additional interviews at no additional cost.

Contract Negotiation and Search Close-out

We will facilitate the process of negotiating an employment agreement with the selected candidate. This may include sample contract language, comparative pay recommendations, severance clause suggestions or other topics about which the municipality may have questions.

After the municipality has reached an agreement with the individual selected for the position, we will perform closing tasks, such as notification of unsuccessful candidates.

Typical project timeline

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Weeks 11 & 12
Initial Meeting: Establish meeting dates, create profiles, recruitment strategy, ad language											
Targeted outreach with individuals/groups (Gold)											
Place ads											
Direct recruitment, active solicitation of candidates											
Application screening, initial reference checks											
Prepare short list, meet & review candidates											
Conduct first interviews											
2 nd interviews, "meet & greet," site visits, etc.											
Extend conditional offer, negotiate terms											
Background checks, pre-employment tests as needed											
Close out activities											

OUR SEARCH FACILITATORS

Our lead executive recruiter is Kathie S. Grinzinger. Ms. Grinzinger has an extensive background in human resources including organizational and employee development, job description analysis, selection processes, and evaluation. She served as the assistant city manager and then city manager for the City of Mt. Pleasant for 25 years before her recent retirement. Grinzinger has served as the President of the Michigan Local Government Managers Association, and has served on the Michigan Municipal League Board of Trustees and multiple League policy committees. She is a retired member of the International City/County Managers Association, and has served with distinction on many other boards. In the event Ms. Grinzinger is unavailable during the timeframe of your municipality's search, we will provide an alternate executive search facilitator, who has decades of experience in local government management and understands the unique skills and abilities required to succeed in this environment. All of our executive search facilitators follow our same methodology outlined within this document and have years of experience working with us in this capacity.

OUR CLIENTS

Below are listed some of the municipalities that have utilized the executive search services of the League in recent years. Clients include cities, villages, counties and townships of all sizes throughout the state. Many of our clients have been so pleased with our work that they become repeat customers for other positions, bringing our total number of searches near to 200.

City of Albion	City of Hart	Village of Bellevue
City of Alpena	City of Highland Park	Village of Beverly Hills
City of Baraga	City of Hillsdale	Village of Caro
City of Battle Creek	City of Howell	Village of Cass City
City of Belding	City of Huntington Woods	Village of Cassopolis
City of Berkley	City of Inkster	Village of Constantine
City of Big Rapids	City of Iron Mountain	Village of Douglas
City of Bloomfield Hills	City of Ironwood	Village of Franklin
City of Boyne City	City of Ishpeming	Village of Holly
City of Brown City	City of Jackson	Village of Kalkaska
City of Buchanan	City of Keego Harbor	Village of Kingsley
City of Caro	City of Lapeer	Village of Lake Orion
City of Cass City	City of Leslie	Village of L'Anse
City of Cedar Springs	City of Lowell	Village of Mackinaw City
City of Cheboygan	City of Marine City	Village of Mattawan
City of Chelsea	City of Marlette	Village of Middleville
City of Clawson	City of Menominee	Village of Newberry
City of Clio	City of Milan	Village of Oxford
City of Croswell	City of Monroe	Village of Paw Paw
City of Davison	City of Mount Pleasant	Village of Reese
City of Eastpointe	City of Muskegon Heights	Village of Sparta
City of East Grand Rapids	City of Norton Shores	Village of Stockbridge
City of Escanaba	City of Norway	Village of Wolverine Lake
City of Essexville	City of Parchment	Brighton Township
City of Ewart	City of Plymouth	Delhi Township
City of Farmington	City of Portland	Delta Township
City of Ferndale	City of Rogers City	Huron Township
City of Ferrysburg	City of Saint Clair	Lyon Township
City of Frankenmuth	City of Saline	Oakland Township
City of Frankfort	City of Sandusky	Shelby Township
City of Grand Blanc	City of Tecumseh	Hartland Township
City of Grayling	City of Three Rivers	Spring Lake Township
City of Grosse Pointe	City of Troy	Ypsilanti Township
City of Grosse Pointe Woods	City of White Cloud	Coloma Township
City of Hamtramck	City of Whitehall	Saint Joseph County

City of Harper Woods

City of Williamston
City of Woodhaven

White Lake Fire Authority
Saginaw County Road Commission
Western Washtenaw Recycling Auth.

PRICING OPTIONS

The League is pleased to provide the municipality with two excellent pricing options from which to choose.

Silver Level Professional Fee:

Our Silver Level Service professional fee includes the full search services detailed herein with up to three personal visits with the search facilitator for \$10,000. As a League member, the community receives a 20% discount, reducing the Silver Level professional fee to \$8,000.

Gold Level Professional Fee:

Our Gold Level Service professional fee is \$15,000 (\$12,000 for members) and includes the following additional features:

- Up to four personal visits with the search facilitator
- Department head roundtable interviews with the facilitator and a report back
- A more extensive community profile with a more comprehensive recruitment brochure (print and electronic formats)
- Advanced marketing (exclusive direct targeted email in Michigan), as well as the League's social media (more than 5,000 followers)
- Direct recruitment
- Personal pre-screening activity of viable applicants, along with more in-depth reference and on-line searching
- Personalized development of interview questions and the candidate selection format/process
- Media Packet – press releases provided for the local media at key points during the search to include when the community engages the services of the firm, when candidates have accepted the invitation to interview and when hiring has been completed.
- Development of the conditional offer of employment and advanced assistance with contract negotiation

Platinum Level Professional Fee:

Our Platinum Level Service professional fee is \$25,000 (\$20,000 for members) and includes the following additional features beyond the Gold Level Service:

- Up to five personal visits with the search facilitator
- Outreach meetings to stakeholders and/or public forums to gather input, and/or the creation of an online forum for gathering input
- Recruitment video (if desired)
- Intensive strategic marketing and extensive direct recruitment
- Intensive pre-screening activities (phone, Skype and in-person, as needed)
- Meet-and-greet or other type of social event, or “non-traditional” setting (follow-up facilitated meeting with council)

- Community tour (facilitator recommends content; city staff/officials provide tour)
- Second interviews, as needed (in the event a “tie-breaker” is required, the facilitator will design and execute a second selection event (i.e. public presentation)
- Site visit to finalist community (as needed; expense for travel is additional)
- Consult with council on leadership programs (how to set goals and evaluate the manager, understanding different leadership styles, etc.)

Project Expenses

Project expenses related to the executive search process are additional to the professional fee, are billed at actual cost and are estimated as follows:

- Actual cost of advertising: The number of ads placed and publications chosen are at the discretion of the municipality. We will provide information concerning rates for advertisements prior to ad placement. Typically advertising costs are approximately \$500-700, depending on the number of publications. (League advertising is included within the package price, as indicated above.)
- Background investigation add-ons: As stated previously, an in-depth background investigation is included within the package price, but additional items may be purchased from the vendor at the discretion of the client municipality.
- Actual costs of travel and related out-of-pocket expenses incurred by the search facilitator: It should be noted that it is the policy of the League to minimize out-of-pocket expenses to the greatest extent possible. We charge the IRS rate for mileage reimbursement and make every effort to avoid overnight stay.

The League welcomes the opportunity to assist the municipality in this most important process.

Sincerely,

CKennedy (sent electronically)

Caroline Kennedy
Manager, Field Operations
Executive Search Administrator

* * * *

An authorized signature serves as a formal request for the League to execute an official Letter of Agreement with your community for executive search services:

AUTHORIZED SIGNATURE _____

TITLE _____ DATE: _____

COMMUNITY _____

LEVEL OF SERVICE (indicate by circling): SILVER GOLD PLATINUM



May 5, 2014

Mr. Richard Watkins
Township Manager
Delta Charter Township
7710 W. Saginaw Highway
Lansing, MI 48917

Dear Mr. Watkins:

Thank you for the opportunity to provide you with a proposal for Delta Charter Township's Township Manager recruitment and selection process. Effective January 1, 2014, Voorhees Associates and GovTempsUSA have combined under one company, GovHR USA. GovHR USA is co-owned by Heidi Voorhees and Joellen Earl. All of the consultants and services remain the same. We are simply combining resources to more effectively serve our clients. GovHR USA prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

QUALIFICATIONS AND EXPERIENCE

GovHR USA is a public management consulting firm serving municipal clients and other public sector entities on a national basis. We work exclusively in the public sector, offering customized executive recruitment services, as well as providing other management studies and services for communities. GovHR USA has been certified as an FBE (Female Business Enterprise) in the State of Illinois.

GovHR USA was established in 2009 as Voorhees Associates, LLC. Our headquarters offices are in Northbrook, Illinois. Heidi Voorhees, President, previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 190 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service with the Villages of Wilmette and Schaumburg, Illinois, as well as the City of Kansas City, Missouri.

The firm has a total of seventeen consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Delaware, Florida, Illinois, Michigan, and Wisconsin, as well as four reference specialists and four support staff.

650 Dundee Road, Suite 270, Northbrook, Illinois 60062
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

Experience

GovHR USA has completed 163 recruitments since its establishment in 2009. We have 16 current recruitments in various stages of completion. Our consultants are experienced executive recruiters who have conducted over 450 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we've held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

References

The following references can speak to the quality of service provided by GovHR USA (recruitments conducted under the firm's previous name, Voorhees Associates):

Township Manager recruitment

Oakland Charter Township

Terry Gonser, Township Supervisor

4393 Collins Road

Rochester, MI 48306

248-995-2226 (cell)

tgonser@oaklandtownship.org

City Manager recruitment

City of Kalamazoo, Michigan

Mayor Bobby J. Hopewell

241 West South Street

Kalamazoo, MI 49007

269-337-8047

hopewellb@kalamazoocity.org

City Manager recruitment

City of DeKalb, IL

John Rey, Mayor

200 S. Fourth Street

DeKalb, IL 60115

815-748-2000

John.rey@cityofdekalb.com

Consultant Assigned

GovHR USA Vice President Jerry Richards will be responsible for your recruitment and selection process. Mr. Richards serves our Michigan clients from his office near Lansing.

Gerald (Jerry) Richards ***Vice President***

Jerry Richards is a Vice President with GovHR USA, working on both executive search and general management consulting assignments. He has more than 38 years experience in local government administration and in the private sector. Most recently, Mr. Richards served for 18 years as Manager of Charter Township of Meridian, Michigan. Charter Township of Meridian is a full service township comprised of 160 employees serving 39,600 residents over a 32 square mile area.

Mr. Richards has extensive experience in Michigan local government management. In addition to his service in Meridian Township, he served for six years as City Manager for Ludington, Michigan and four

years as the City Manager for Corunna, Michigan. He has a successful track record managing during difficult financial periods, leading organizations in balancing their budgets and providing long term financial stability. Mr. Richards has been a champion of regionalization for water and sewer utilities and has worked in the private sector on improving government operations through the use of information technology. He is also skilled in human resources management and labor union contract negotiation.

Mr. Richards was recognized in 2009 as Michigan's Outstanding Local Government Manager. He also served as the Chair of the Michigan Local Government Benchmarking Consortium advocating for improving municipal services through benchmarking. He is a member of the Michigan Transportation Asset Management Council. In 2012, he was named the Haslett Kiwanis Club Citizen of the Year.

Mr. Richards received a Bachelor of Science degree in Electrical Engineering from Michigan Technological University and a Master's Degree in Public Administration from Western Michigan University.

SCOPE OF WORK

A typical recruitment and selection process can take 175 hours to conduct. At least 50 hours of this time is "administrative" including ad placement, acknowledgment of résumés, reference interviews, and due diligence on candidates. These tasks may take longer if someone is performing them for the first time. We believe our experience and ability to professionally administer your recruitment will provide you with the best possible outcome. GovHR USA clients are kept informed of the progress of a recruitment throughout the recruitment process. Consultants are always available to provide information and answer questions, and details of the process such as placement of advertising and applications received are discussed in regular updates via either telephone or email.

GovHR USA suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Job Announcement and Brochure Development

Phase I will include the following steps:

- **Interviews** with Members of the Board of Trustees, and the Township's senior staff as well as any other individuals you deem appropriate to best understand the responsibilities, challenges, and culture of the Township.

At least eight (8) hours of one-on-one interviews will be conducted with elected officials, staff and the public in order to develop our Recruitment Brochure. This important document outlines the expectations that the Township has for its next Township Manager, providing us with the information we need to target our recruitment. During this process we will assist you with establishing the salary for Township Manager by conducting a salary survey of comparable communities, if so desired.

- Development of a **Job Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable**.

Phase II – Advertising, Candidate Recruitment and Outreach

Phase II will include the following steps:

- Placement of the Job Announcement in appropriate professional online publications. In addition to public sector publications and web sites, outreach will include LinkedIn and other private sector resources. We can provide the Township with placement recommendations, if so desired.
- The development of a database of potential candidates unique to this position and to Delta Charter Township, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I.
- Outreach will be done through e-mail, telephone contacts, and U.S. mail as appropriate. GovHR USA consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

We will develop a matrix which identifies key traits (taken from the Recruitment Brochure) such as education, experience, and the specific skills needed for the Township Manager. We will then use these filters to screen the candidates into a group of 15 to 20 semi-finalists.

- Candidates will be interviewed by telephone or Skype to fully grasp their qualifications and experience as well as their interpersonal skills.

We personally contact all the semi-finalists and conduct about an hour long telephone interview, asking specific questions about their experience and skill set. This allows us to ask follow up questions and probe specific areas. It also provides us with an assessment of their verbal skills and their level of energy for and interest in the position.

- Formal and informal references (two per candidate) and an internet search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR USA, ensuring Delta Charter Township's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR USA will prepare a **Recruitment Report** that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. As résumés come in all different formats, these "mini" résumés will give you a clear, consistent look at each candidate "at a glance."

- GovHR USA will provide you with a log of all candidates who applied for the position. You may also review all of the résumés should you so desire.
- GovHR USA will meet with you to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours with you to bring the candidates to “life” by reviewing their telephone interview and providing excerpts from two (2) references we will have done on the individual.

Phase V –Interviewing Process

Phase V will include the following steps:

- At the Recommendation meeting, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample.
- GovHR USA will develop the first and second round interview questions for your review. GovHR USA will provide you with interview books that include the credentials each candidate submits, a summary of each candidate’s credentials, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate’s skills and abilities.
- GovHR USA will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of Delta Charter Township facilities and interviews with Department Heads and elected officials.

We offer a community “Meet and Greet” option, at no charge, as a means for the community to interact and get to know the candidates in an informal setting. At this “Meet and Greet,” candidates would give a brief overview of themselves and answer questions from the audience.

- Once candidates for interview are selected, additional references will be contacted, verification of educational credentials, criminal court, credit, and motor vehicle and records checks. Using the candidate’s name and work experience we review the top 200 search results available from Google, as well as his/her activity (if publicly available) on Facebook, Twitter, and other social media platforms. Employment verification can also be provided if so desired.

GovHR USA recommends a two-step interviewing process with (typically) five candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and a “score sheet.”

- GovHR USA consultants will be present for all of the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

- GovHR USA will assist you as much as you request with the salary and benefit negotiations and drafting of employment agreement, if appropriate.
- GovHR USA will notify all applicants of the final appointment action by the Board of Trustees, including professional background information on the successful candidate.
- GovHR USA will provide no-fee telephone follow-up and counsel to the Board of Trustees and appointed Township Manager for six months following conclusion of the recruitment.

Optional 360° Evaluation

As a service to Delta Charter Township, we offer the option to provide you with a proposal for a 360° performance evaluation for the new appointed Township Manager at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the Township feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

On-site interviews of Delta Charter Township officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure	weeks 1-2
Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant	weeks 3-8
Consultant recommendation to Board of qualified candidates Deliverable: recruitment report	week 9
Selection of candidate finalists by Board; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets	week 10
Interviews of selected finalist candidates; Board selection of final candidate; negotiation, offer, acceptance and appointment	weeks 11-12

Summary of Costs

Recruitment Fee:	\$10,500
Recruitment Expenses: (not to exceed)	3,500
Expenses include consultant travel, postage/shipping, telephone, support services, copying etc. Also includes candidate due diligence efforts.	
Advertising costs	1,000*
Total Fees:	\$15,000**

*Advertising costs over \$1,000 will be placed only with client approval. If less than \$1,000, Client is billed only for actual cost.

****This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if desired, for an additional cost of \$900.**

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows: Recruitment expenses and the costs for the Recruitment Brochure printing will be itemized with sufficient detail and invoiced as incurred. In addition, the Recruitment Fee will be invoiced in three (3) equal payments, billed during the course of the recruitment. The first invoice for the Recruitment Fee will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of candidates and will include any expenses incurred to date. The final invoice will be sent upon completion of the recruitment assignment and will include all remaining expenses. Upon receipt of each invoice the Township will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

GovHR USA Guarantee

It is the policy of GovHR USA to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Board not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Delta Charter Township beyond the normal three visits.

Upon appointment of a candidate, GovHR USA provides the following guarantee: should the selected and appointed candidate at the request of Delta Charter Township or the employee's own determination, leave the employ of Delta Charter Township within the first 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employee for a period of five years.

Why Choose GovHR USA?

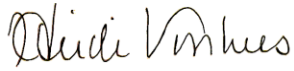
The heart and soul of a professional recruitment firm is the expertise it brings to its clients. GovHR USA consultants are all experienced local government executives who have demonstrated careers and expertise that brings first hand knowledge of the disciplines in which they now consult. This knowledge can assist clients in designing the appropriate interview questions, the development of written and oral exercises to best assess candidates' abilities, and facilitation of the clients' discussion of the candidates.

Our process reflects the client's goals and objectives—therefore, the time we spend developing the Recruitment Brochure is critical in our understanding of the challenges, opportunities, and culture of the position under consideration. Our candidate assessment and interviewing skills are based on thousands of interviews over the course of our Consultants' many years of experience in the recruitment and selection field. This professional familiarity allows us to be sensitive to the nuances, not only the obvious. In addition, as experienced local government professionals, our Consultants are able to ask probing, thoughtful questions and effectively evaluate the candidates' answers. We provide the client with a diverse list of potential candidates who have been fully vetted by our staff and who are truly interested in and well-qualified for the position. We respect the confidentiality of candidates' applications and are respectful of the candidates' current employment situation when we conduct reference calls. We are not a gatekeeper—clients will be provided with a list of everyone who applied and may view the résumés should they so desire.

Our firm's executive recruitment standards embrace a professional process of integrity, trust, and respect toward all parties involved and a commitment toward meeting the expressed needs and desires of our Client. Our ultimate goal is for the client to be completely satisfied with the selected candidate.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
Co-Owner
GovHR USA

ACCEPTED BY DELTA CHARTER TOWNSHIP, MICHIGAN

BY: _____

TITLE: _____

DATE: _____

May 9, 2014

To: Delta Township Board

From: Mark Graham, Community Development Department Director
Gary Arnold, Township Engineer

Subject: Proposed Detention Basin on Mt. Hope Park Property

Background

On April 21, 2014 the Township Board discussed developer Mike McGraw of Eastbrook Homes (hereafter Eastbrook) offer to install a detention basin on the Township's Mt. Hope Park Property with adequate capacity to accommodate runoff from future development of the northern portion of the proposed Park. The detention basin was proposed to address drainage problems experienced in the Pointe West Subdivision. The general consensus of the Board was that the Township attorney should be consulted before proceeding with any decisions on Eastbrook's proposal.

Richard Watkins and Mark Graham met with attorney Gordon Van Wieren on May 9th to discuss the various questions which had been raised at the April 21st Board meeting. A summary of Attorney Van Wieren's comments follow in italics.

Attorney's Responses to April 21st Questions

1. **What is the Township's legal liability regarding the storm water runoff that engineer Kyes has documented is presently draining from the Township's park property onto the Pointe West Subdivision property?**

The Township has no legal liability for the existing storm water runoff that is naturally draining from the Mt. Hope Park property onto the Pointe West property. Michigan's Drain Code grants the Township the legal right to surface drain onto the Pointe West property in the Park property's current undeveloped state. However, the Drain Code wouldn't permit the Township to concentrate drainage from future improved areas (impervious surfaces) on the Park property onto the Pointe West property absent Eastbrook's approval.

2. **Reservations were expressed regarding the Township granting permission to a private property owner to install the detention basin on public property which could set a precedent.**

In my opinion, approval of the developer's proposal doesn't create a legal precedent. I'd suggest that staff provide factual information noting why this is a unique situation and why it's in the Township's best interest to accept the Eastbrook's proposal. The Township Board could pass a

resolution specifying the unique circumstances regarding the instant case and the findings of fact supporting the Board's decision.

3. **What "leverage" does Delta Township have regarding the Pointe West drainage situation?**

The Township Board has approval authority for each remaining phase of the Pointe West Subdivision. Eastbrook will have to return to the Board for final preliminary and final plat approvals. The Board could table or deny plat approvals if there is factual evidence that the proposed storm drain measures are inadequate.

4. **Could the Township Board deny the plat of Ashford Manor because Eastbrook has failed to address storm drainage issues in the adjacent Pointe West Subdivision?**

The Township Board could table or deny the Ashford Manor plat if documentation exists indicating that a future phase of the Ashford Manor fails to meet the Township's subdivision requirements. Township officials should be cognizant of the fact that Eastbrook's engineer has determined that approval of the Ashford Manor #3 plat will improve drainage conditions in Point West by intercepting 4 ½ acres of Ashford Manor property which presently drains onto Pointe West.

5. **It was noted that Eastbrook has the ability to address the Pointe West drainage problems on their own property without involving Delta Township or the park property.**

Township officials should be cognizant of what denial of Eastbrook's proposal may result in. Eastbrook could install a detention basin(s) on their property but there could be multiple facilities which may be less desirable to the appearance of the neighborhood. Eastbrook also may not be under any obligation to provide the Township with a drainage outlet when the Park property is developed in the future. At this time it doesn't appear that the Township has suitable drainage outlets for the northern portion of the Park property other than the Pointe West drainage system.

6. **A concern was noted regarding the possibility of the Township encumbering the Park property with a detention basin at this time when a consultant is scheduled to draft a master plan for the property later in 2014.**

The drain-dry design of the detention basin would appear to impose minimal impacts on the majority of the area occupied by the basin. The space could still be used for passive activities. The basin could be incorporated into any future development plans for the Park. It would appear that minor modifications could be made to the basin in the future subject to approval of all parties, being the Drain Commissioner, Eastbrook and the Township.

I'd recommend that staff review the documents pertaining to the Township's acquisition of the park property to acknowledge that a Title Insurance Policy has been obtained. The policy should be reviewed to insure that the Township has the ability to authorize the installation of the basin on the Park property.

7. **It was noted that the Township Board has a fiduciary responsibility to Township residents to receive some return for permitting an encumbrance on Township property. It was suggested that the Township could sell the area proposed for the detention basin to Eastbrook.**

In my opinion, Township officials have a responsibility to make a well informed decision in the best interests of the general public. It appears that Eastbrook's proposal would result in benefits to both Eastbrook and the Township. It should be noted that if the Township sold a portion of the property to Eastbrook for the proposed basin that the Township would essentially give up any future control over this area.

8. **Who would own the detention basin if Eastbrook installed it on Township property? What are the legal ramifications if the Township owned the basin?**

At this time it would appear that it would be most beneficial for the Township to retain ownership of the property on which the basin is located. The proposed Eastbrook/Delta agreement would contain provisions addressing liability issues.

9. **Who would be responsible for maintenance of the detention basin?**

I would concur with the recommendation of Township staff that the basin be dedicated to the Eaton County Drain Commissioner as per section 433 of the Drain Code. This would place the maintenance responsibility for the basin with the Drain Commissioner and not the Township. This issue can be addressed by the aforementioned two party (Eastbrook/Delta) agreement as well as execution of the necessary approvals with the Drain Commissioner.

10. **Where would the outlet from the detention basin be located?**

I've been provided with preliminary plans which depict the outlet for the basin being directed to the southwest corner of the Pointe West property from which it is directed through the subdivision to an existing 21" pipe in Saddlebrook Drive. It appears that the detention basin would be installed before phase 3 of Pointe West is developed which will necessitate interim measures such as open ditch drainage across the undeveloped Pointe West property until such time as Eastbrook installs the underground infrastructure for phase 3 which would include underground storm drains.

11. **How would maintenance crews access the basin?**

Township staff have provided me with a preliminary plat of the proposed Pointe West Subdivision depicting a 40 ft. wide outlot which would provide access to the basin. This is a common method of addressing access. The outlot would also provide space for future water and sanitary sewer extensions to the Township's park property.

12. **An inquiry was made as to the value of the Township's park property and it was noted that it would be beneficial to have a cost-benefit analysis prepared.**

I've reviewed the attached staff document entitled "Cost-Benefit Analysis Related to a Proposed Detention Basin on the Mt. Hope Park Property". I would note that it's difficult to assign a value to the Township from Eastbrook's proposed storm drain outlet and detention facility.

Where Do We Go From Here?

Staff intends to place the Mt. Hope Park Detention Basin issue on the Township Board's May 12th Committee of the Whole meeting for further discussion. If the Township Board consents to the installation of the pond on the Park property, staff suggests that the Township attorney draft a two party agreement specifying the responsibilities of Eastbrook and Delta Township.

C:\rpt\studies\Mt Hope Park Detention Pond #4

Cost Benefit Analysis Related to a Proposed Detention Basin on the Mt. Hope Park Property

May 1, 2014

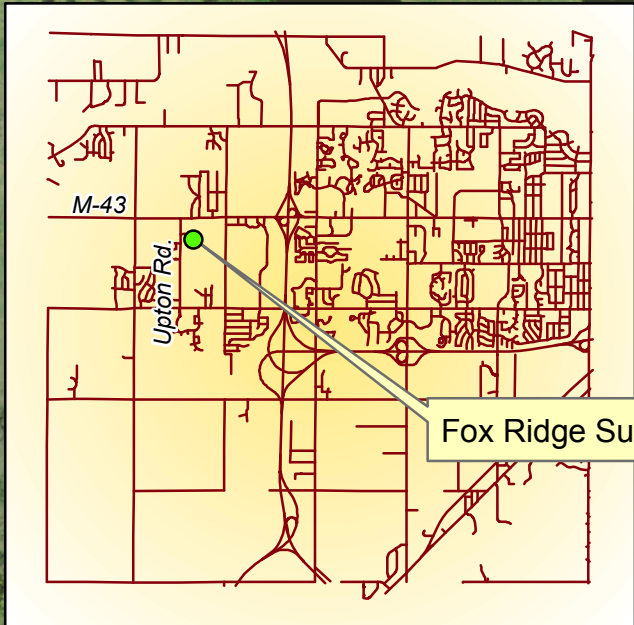
Prepared by: Gary Arnold, Township Engineer
Mark Graham, Community Development Department

1. Delta Township Assessor's land value estimate for Mt. Hope Park = \$6,000/acre.
2. The Township Engineer has estimated the cost of excavating, grading and restoration of a 180,000 cft detention basin, including the outlet structure, is in the \$15,000 to \$20,000 range.
3. The Township Engineer has estimated the cost of Keba Inc. preparing engineering plans for the 180,000 cft detention basin and associated work in the range of \$1,250 to \$1,750.
4. Estimated cost of \$1,050 to \$1,500 for the preparation of exhibits required for dedication of the basin to the Drain Commissioner as per section 433 of the Drain Code: a) Engineer's Certification, b) Drainage District Boundary Description, c) Drain Centerline Description

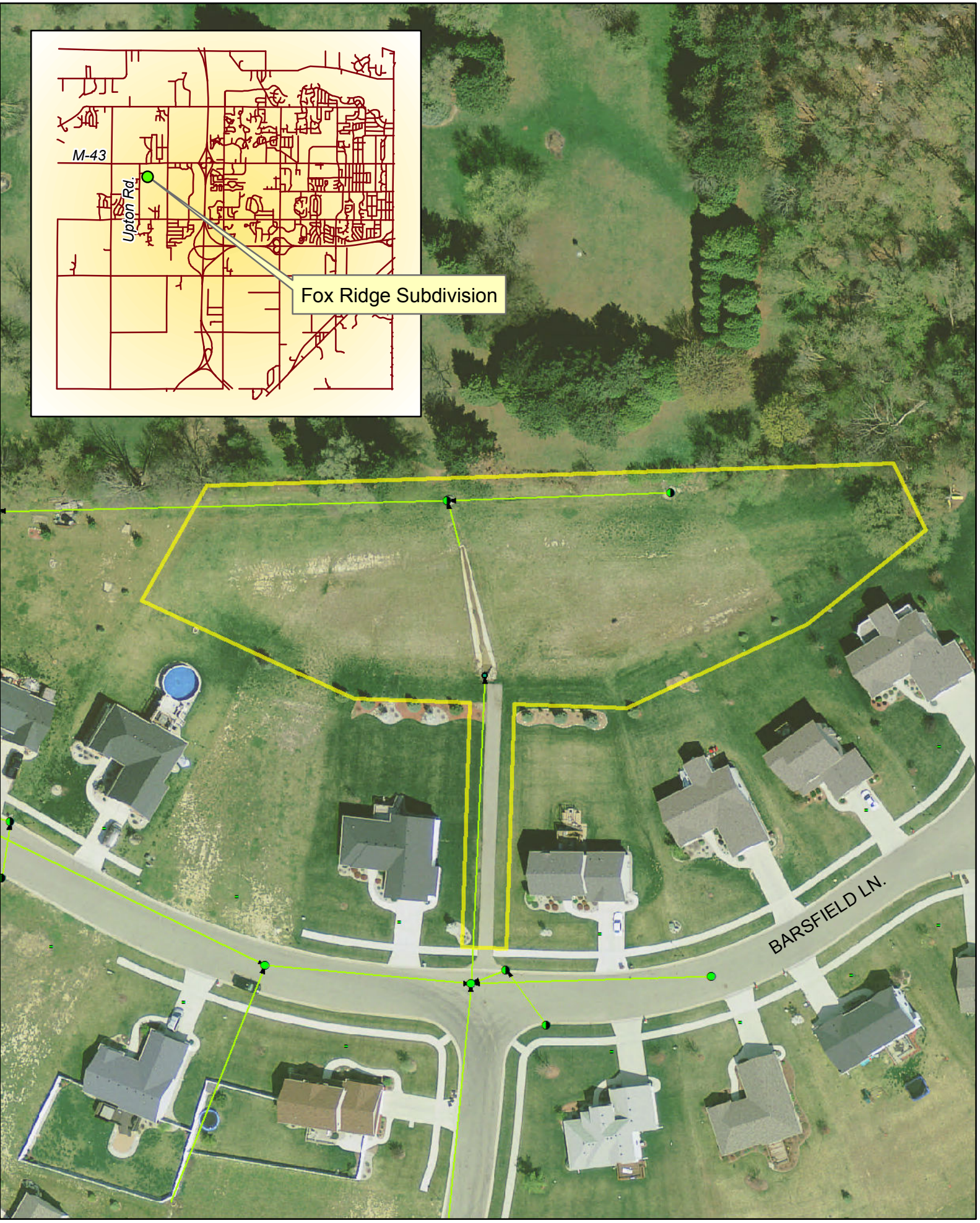
(Note: In addition, there is a \$2,500 Maintenance Fund Deposit required by Section 433 to dedicate the basin to the Drain Commissioner)

5. Estimated legal Costs of \$1 -\$2,000 to draft an Eastbrook/Delta Twp agreement re. Detention Basin
6. If Eastbrook had to install the detention basin on their property, the number of lots might have to be reduced. Staff offers the following estimates:
 - Average sale price of a Pointe West Subdivision lot: \$45,000
 - The impact on the taxing authorities would be an annual loss of \$4,000 after a home is built on an improved lot. The loss to the Township in utility charges would be \$1,005 for a sanitary sewer capital charge and \$850 for a water capital charge plus the monthly utility fees.
 - Staff has no estimate as to Eastbrook's profit from the sale of a lot and a build job.

C:\rpt\studies\Mt. Hope Park Detention Cost-Benefit



Fox Ridge Subdivision



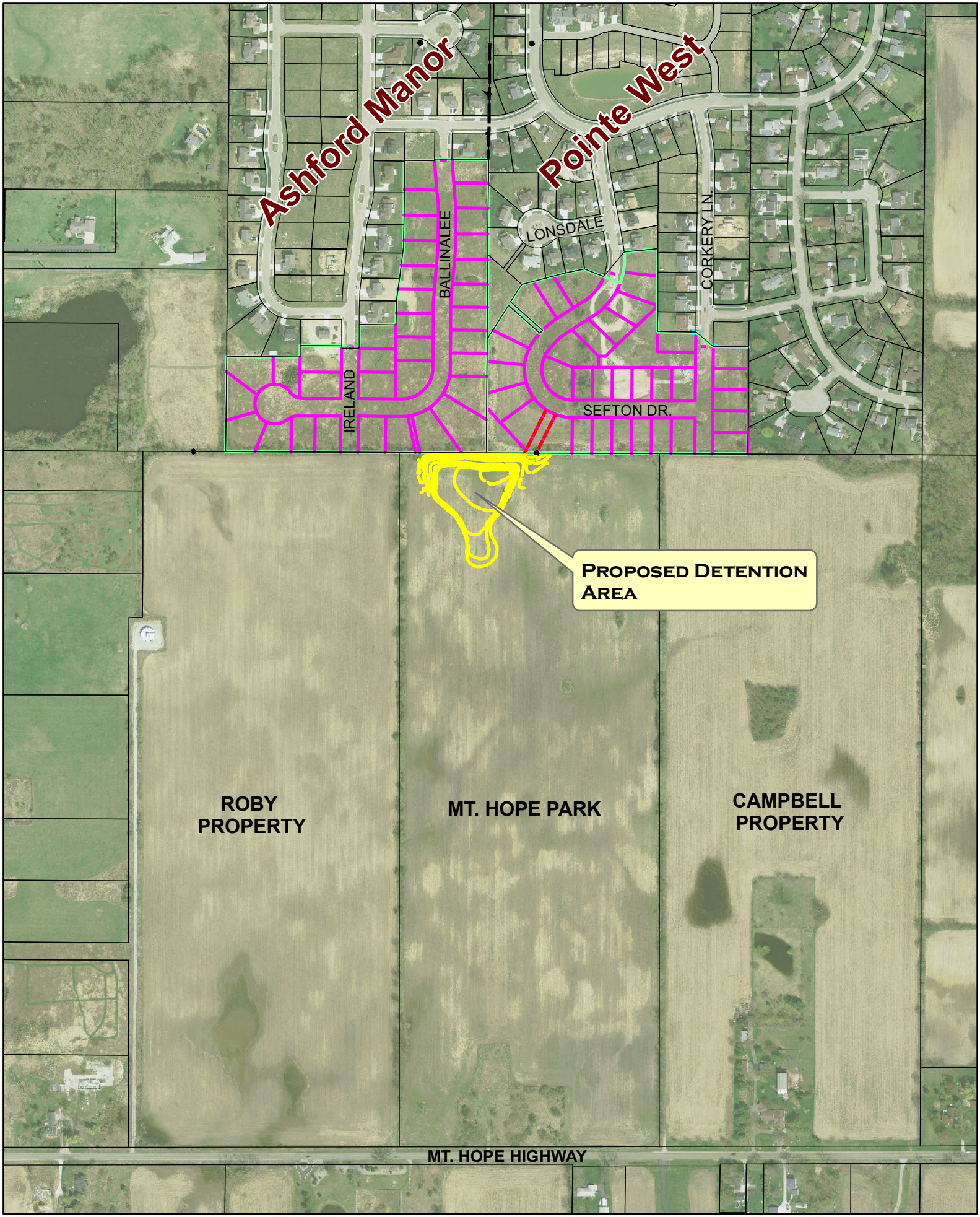
BARSFIELD LN.



TYPICAL DRAINAGE DETENTION
Fox Ridge Subdivision

1 inch = 80 feet





Delta Charter Township
2014 Water/ Sewer Rate Analysis

	Current Rates				Residential Avg. Month Bill (700 cu. Ft.)
	Water (Per 1,000cu. Ft.)	Sewer (Per 1,000cu. Ft.)	Customer Charge (monthly)	Total Cost Per 1,000 cu.Ft.	
Meridian Twp.	27.30	27.68	1.33	56.31	39.82
Delta Twp.	21.06	26.72	10.76	58.54	44.21
East Lansing	22.81	35.60	14.94	73.35	55.83
Delhi Twp.	25.60	49.00	14.00	88.60	66.22
Grand Ledge	19.82	54.08	9.71	83.61	61.44
City of Lansing	25.60	56.00	21.24	102.84	78.36
Delta Twp. -Proposed	21.69	27.25	11.08	60.03	45.35

Delta Township Historical Rate Increases		
Date	Water Increase	Sewer Increase
1/1/2002	6.0%	0
1/1/2003	5.0%	0
2/1/2005	3.0%	10.0%
7/1/2006	6.5%	3.5%
1/1/2008	5.0%	7.0%
5/1/2009	1.0%	2.5%
5/1/2010	5.0%	2.0%
6/1/2011	5.0%	1.5%
6/1/2012	5.0%	2.0%
6/1/2013	5.0%	2.5%

WATER FUND

	Current	3% increase	4% increase	5% increase
Avg. Residential cost per month: (700 cubic feet)	\$ 25.50	\$ 26.27	\$ 26.52	\$ 26.78
Additional Annual Revenue:	\$ 142,880	\$ 190,510	\$ 238,100	

SEWER FUND

	Current	2% increase	2.5% increase	3% increase
Avg. Residential cost per month: (700 cubic feet)	\$ 18.70	\$ 19.07	\$ 19.17	\$ 19.26
Additional Annual Revenue:	\$ 72,750	\$ 90,930	\$ 109,100	

****A 3% water rate increase and 2.0% Sewer rate increase would cost the avg. residential user \$1.14 per month (\$13.68 per year).**

DELTA TOWNSHIP
SEWER FUND RATE ANALYSIS

12/31/13 Operating Loss (per Audit)	\$	(1,347,579)
ADD: Depreciation Expense	\$	1,913,209
LESS: Debt Payments	\$	(1,038,800)
Non Infrastructure Capital Outlay	\$	(315,925)
2013 Net Cash Increase (Decrease)	\$	(789,095)
** Includes bond payoff of 1.1m		

	2014 Projected Net Cash Flow	
2% rate increase (budgeted)	\$	182,195
2.5% rate increase	\$	200,565
3% rate increase	\$	218,935
4% rate increase	\$	255,675

CASH BALANCE @ 12/31/13	\$	8,745,839
2014 Budgeted Net Cash Flow		182,195
Projected Cash Balance @ 12/31/14	\$	8,928,034

DELTA TOWNSHIP
WATER FUND RATE ANALYSIS

12/31/13 Operating income (per Audit)	\$	625,068
ADD: Depreciation Expense	\$	960,612
LESS: Debt Payments	\$	(885,000)
Capital Outlay (Excludes Bond Proj.)	\$	(481,958)
2013 Net Cash Increase (Decrease)	\$	218,722
** Excludes new bond issue/payoff		

		2014 Projected Net Cash Flow
3% rate increase	\$	336,690
4% rate increase	\$	357,450
5% rate increase	\$	378,210
6% rate increase	\$	398,970
** Assumes no rate increase from BOWL during 2014		

CASH BALANCE @ 12/31/13	\$	4,941,222
Bond Funds on hand @12/31/13		2,435,000
2014 Bond Capital Expenditures	\$	(2,435,000)
2014 Projected Cash Flow	\$	336,690
PROJECTED CASH BALANCE @12/31/14	\$	5,277,912

Lansing Board of Water & Light Rate Increases to Delta	
2008	6.9%
2009	19.6%
2010	19.0%
2011	17.7%
2012	9.0%
2013	0.0%
2014 Projected	0.0%